

Post-Job Review Guide

Originally developed for Los Alamos National Laboratory



WHY:

The fifth function of Integrated Safety Management is feedback and improvement. The purpose of the post-job review is to close out the job and capture lessons learned, e.g., good work practices or adverse work practices and adequacy of controls, through feedback from workers regarding the activity completed.

A good post-job review will address pre-job briefing expectations of what was identified and expected to be accomplished, and what was to be avoided and determine the success of meeting those goals.

Communication of the results is of extreme importance to ensure improvement.

WHEN:

Post-job reviews and capturing lessons learned are required when an activity is terminated or fully completed and the activity level work control or equivalent work control document is no longer needed. Post-job reviews must be performed with results communicated to co-workers and work planners, and provided institutionally, for institutional related results, through the job hazard analysis process or other approved process, or alternatively provided to the environment, safety, and health subject matter expert for the facility and facility manager. For ongoing work activities, feedback and lessons learned should be obtained during the normal course of the work.

HOW:

The post-job review is a simple and brief discussion among workers and the Person-in-Charge (PIC) to collect meaningful feedback, both good and bad, and lessons learned for use in making work process improvements. Feedback should take into account the activities and activity level work planning and control processes and/or work performance. It is a process that documents results and participation by appropriate workers and the PIC. The post-job review provides an opportunity to review minor changes made to the work control documents during the work activity and discuss improvements that should be performed for future planning to correct or clarify those instructions. The goal is to make all work control documents easy to understand and use by including workers when developing or revising them. Actions to be taken should be recorded and dispositioned accordingly with immediate attention given to safety-related events.

WHAT QUESTIONS SHOULD BE ASKED?

Questions to be asked of supervisors, preparers, and workers at a post-job review should include the following at a minimum. (Certain questions below may not be adequate for ongoing work.)

1. Has the activity and work control documents been reviewed to verify that the activity is complete.
2. Are follow-through actions completed (clean up, waste disposal, etc.)?
3. Were problems, inefficiencies, coordination issues, unanticipated events, and/or near misses encountered, and if so, how were these dealt with?
4. Were error likely situations and/or error precursors identified and addressed?
5. If problems did arise, where and when did they occur and how could they have been prevented?
6. How might the activity be improved for better efficiency and to create a safer work process?
7. Were supplemental documents (drawings, permits, Material Safety Data Sheets, postings, etc.) available and provided?
8. Was the work control document adequate or can it be improved? (Scope of work clearly defined, hazards identified, adequate controls, responsibilities understood, etc.)
9. What did we do **right** that should be communicated in the next work control document and executed in the next activity?
10. As an individual worker on this project, what would you do different next time, if anything?
11. Did we accomplish our goals as expected and what should be avoided next time?

Summary:

Feedback and lessons learned information is adequately characterized and dispositioned to identify future improvement opportunities. Improvement opportunities are effectively disseminated to ensure that lessons learned become a part of everyone's job.

There should be no stigma or blame assigned for individuals identifying a lesson learned. Follow-up to information provided by workers will determine future worker input. If employees see their input implemented in future work control documents, then they will continue to provide such information, but if it is ignored, then they will not see the value added by contributing their experience based knowledge.